

**Montgomery County, Maryland
Department of Liquor Control**



FY2003 ANNUAL REPORT

**BUILDING
BLOCKS TO
SUCCESS**

10650





2004

Montgomery County, Maryland

Douglas M. Duncan
County Executive

George F. Griffin
Director, Department of Liquor Control

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and MCPS Print Shop

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LETTER FROM THE DIRECTOR

This past year was one of significant accomplishments for the Department of Liquor Control. During fiscal year 2003 (July 1, 2002 - June 30, 2003), we achieved record financial results and strategically positioned our enterprise to improve our customer service, information technology, and community outreach while expanding our reach within the County with the addition of a new retail location and the expansion of our Community Outreach section. Our ongoing efforts to improve our cost structure and efficiencies gained momentum and delivered significant results that can be seen in our geographic reach, deepening partnerships and our commitment to the community in which we do business.



One thing hasn't changed: our mission to provide efficient sales and timely delivery of beverage alcohol products while promoting moderation and responsible behavior in all phases of distribution and consumption. In fact, the major accomplishments of the year were a logical extension of what we've been doing for the citizens of Montgomery County for 70 years. The commitment of our people to successfully execute the mission of the Department is what made our progress in 2003 possible. Some of our accomplishments include my appointment as Chairman of two key committees at the National Alcohol Beverage Control Association (NABCA), an improved business relationship with Anheuser-Busch, a redesigned website, the establishment of two business alliances to fight underage drinking and service to inebriated patrons, and the development of a workforce training curriculum for all employees.

Since my initial appointment as Acting Director in 2001, I have viewed the Department of Liquor Control operations as an integral part of Montgomery County's financial growth. Fiscal Year 2003 sales amounted to \$157,039,359, a 4.5% increase over fiscal year 2002. Retail store sales increased 8.75% and warehouse sales increased 1.93%, resulting in larger gross profit from operations of \$2,529,716, over the same period last year. Our considerable increase in sales allowed the Department to transfer \$18,985,890 to the County's general fund as well as \$92,147 to the Capital Projects Fund for parking lot improvements at the warehouse while managing to reserve additional funds for the pending replacement of the IT systems (warehouse management and retail Point-of-Sale).

Experience teaches us that our role in the Montgomery County community is enhanced through honest, open dialogue with all concerned parties. The Department of Liquor Control pledges to work cooperatively with our customers, clients and other County agencies as we construct our "building blocks to success" and develop innovative approaches to meet our varied challenges.

I want to offer a special thank you to County Executive Douglas M. Duncan, Timothy Firestone, Director of Finance, Beverley Swaim-Staley, Director of the Office of Management and Budget, Alisoun Moore, Director of the Department of Technology Services, the Montgomery County Department of Police and the Montgomery County Council for their continued support and assistance. And most importantly, a special thank you to Department employees and customers for the part you've all played in our success so far.

A handwritten signature in dark ink, reading "George F. Griffin".

George F. Griffin, Director
Department of Liquor Control

EXECUTIVE SUMMARY

Accomplishments

RETAIL

- Modification of the TIPS (Training for Intervention Procedures) international certification program to certify 100% of all retail employees.
- Expanded newspaper advertising campaign to include a weekly insert in the Washington Post's Food Section and the *Gazette* newspapers.
- Monthly theme program for all retail stores that highlights a specific beverage alcohol. For example, May was labeled "Tequila Month" and with heavy marketing and promotional displays in each store, tequila sales increased by 400% from the same time last May.

- Retail clerks receive monthly training sessions to keep them abreast on product knowledge and sales tactics.
- Relocation of the Twinbrook store that resulted in a 7% increase in sales for the location.
- Delivery teams were assigned to our licensees so as to assist in the development of permanent relationships between the Department and our customers. Our customers appreciated the opportunity to develop a bond with the Department wholesale staff. As a result, a number of same day deliveries increased by approximately 20%.

WHOLESALE

- An expanded monthly newsletter published for our wholesale customers now includes information on Community Outreach activities, specific Maryland wines and wineries and internal personnel news.
- Our wholesale customer survey was distributed with results showing that 94% of our customers stated our customer service either met or exceeded their expectations.
- Began a monthly food contribution to Bethesda Cares, a non-profit organization that provides services to the homeless and working poor.



Left to right, Gus Montes De Oca, Chief of Operations; George Griffin, Director, DLC; Richard Duthoy, Chief of Administration

Mission Statement

We will provide efficient and quality wholesale and retail sales of beverage alcohol products while promoting moderation and responsible behavior in all phases of distribution and consumption. We will diligently promote and obey all laws and regulations governing beverage alcohol while generating revenue for the benefit of Montgomery County's General Fund.

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INFORMATION TECHNOLOGY

- Preparation of a new IT solution for our Warehouse, Retail and Administrative sections that will allow each section to integrate with each other without having to switch from one software system to another.
- The Department has been able to cut some of its printing expenses by approximately 20% by switching from dot matrix to laser printers.
- The creation of a new history file that assists the accounting department by reconciling our accounts receivable and identifying ordering patterns.
- The revamping of the Department's website www.mcdlc.com to include new features such as Internet ordering, a link to look up specific products online and a showcase of monthly retail store sales and specials.

COMMUNITY OUTREACH

- The organization of the Montgomery County Hospitality Resource Panel, an alliance of business associations, government agencies, and community organizations dedicated to developing a safer community and successful businesses.
- Furthering the efforts of Montgomery County's *Drawing the Line on Underage Drinking*, a coalition of 30 to 40 organizations and individuals working to prevent underage alcohol consumption by changing community perception of and reaction to underage alcohol use.
- The creation of the Longbranch Business Alliance with a goal of assisting in the revitalization of the neighborhood through providing education and assistance for sellers of beverage alcohol.
- The establishment of a Wheaton Business Alliance that includes the *Cops in Shops* program in which plainclothes police officers are detailed to retail stores to observe and stop underage purchasers and adults who attempt to buy alcohol for youths.



DEPARTMENT BACKGROUND

The Building Blocks Behind the Success of DLC

The history of today's Department of Liquor Control and Board of License Commissioners began shortly after the end of nationwide Prohibition. On December 5, 1933, the Liquor Control Board for Montgomery County was established by law. For the next 18 years, the Liquor Control Board controlled the sale and distribution of beverage alcohol in Montgomery County and served as the Board of License Commissioners. Then, on July 1, 1951, the Department of Liquor Control was created by Section 159 of Article 2B of the Annotated Code of Maryland, and the Board of License Commissioners became a separate entity. Today, the Board of License Commissioners is responsible for licensing and regulation, and its office shares the

responsibility of enforcement with the Police. Every one of the fifty states of the United States exercises its statutory, police and administrative powers to regulate the distribution and accessibility of beverage alcohol. The extent of that regulation varies from state to state, but the essential point remains that all Americans experience some degree of governmental control over beverage alcohol. That any government entity should exercise such control springs from the clear consensus that beverage alcohol is in a class all its own. Beverage alcohol is a legal drug and because of the unique social risks and public costs of its abuse, it is generally agreed that community interest demands effective regulation. Thirty-two states regulate the distribution of beverage

alcohol indirectly by issuing licenses to private sellers. These are known as the "license states". Eighteen states regulate more directly by conducting their own retail and/or wholesale distribution of beverage alcohol. These states are known as the "control states". Montgomery County is one of 19 control jurisdictions and is a member of the "NABCA" (National Alcohol Beverage Control Association), a trade association for control jurisdictions. By definition, control jurisdictions are known for promoting responsibility and moderation in the consumption of alcoholic beverages while discouraging alcohol abuse.



Richard Duthoy, Chief of Administration



In the last five years, the Department of Liquor Control has contributed over 85 million dollars to the General Fund.

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*The
Department
of Liquor
Control's
General Fund
profit pays
for other
citizen
services
such as
police,
fire and
education.*

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One result of the control method of distribution is that private profits are replaced with revenue generated for the community to more effectively support public policy goals of moderation and revenue growth. Each year after paying all its own expenses, the Department deposits its profits into Montgomery County's General Fund to pay for other citizen services such as fire, police and teachers – services that otherwise would be funded through taxpayer dollars. In the last five years, the Department of Liquor Control has contributed over 85 million dollars to the General Fund. With Montgomery County being Maryland's most populous jurisdiction with a 2002 census figure of 892,000 residents and a median income of \$71,551, Liquor Control's contribution adds to the quality of life residents in this County have come to expect. Although Maryland is considered a license state, citizens of

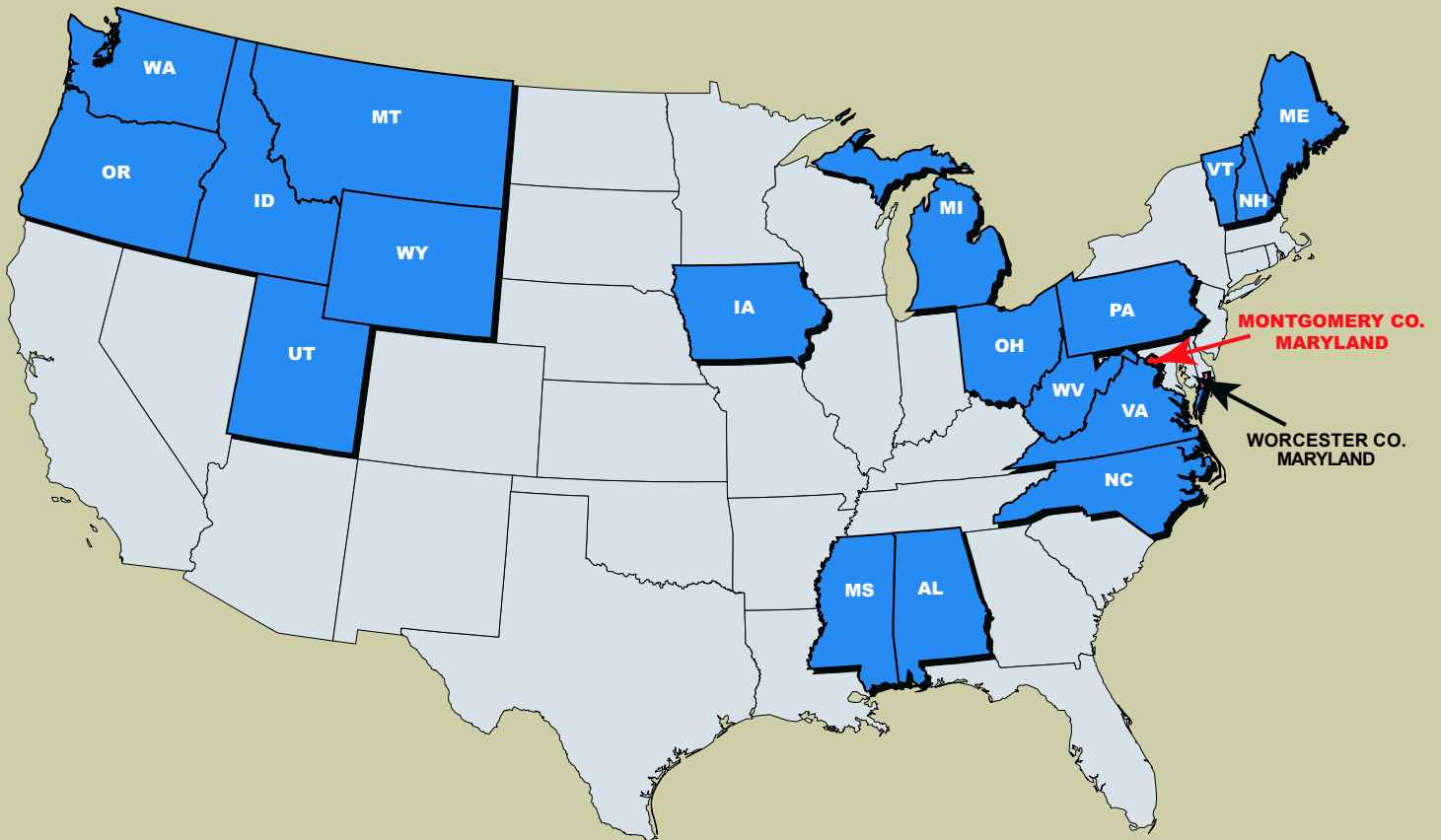
Montgomery County enjoy the many benefits offered by a "control jurisdiction". With emphases on customer service and control, Montgomery County conducts the wholesale distribution of beverage alcohol, while sharing the retail segment with approximately 875 license-holders, consisting of restaurants, bars, delicatessens, clubs, lodges and beer and wine stores. Through the ownership, Department of Liquor Control handles the distribution to all beverage alcohol outlets and operation of 24 retail stores. These 24 stores maintain exclusive right to the sale of spirits for carryout while sharing the privilege of selling wine and beer with off-premise license-holders. The lone exception is one licensee that sells spirits in the City of Takoma Park, a carry over license from the annexation

of Takoma Park in 1997. The method of operation used by Montgomery County succeeds in balancing the promotion of moderation in the consumption of beverage alcohol with the offering of a wide variety of products at reasonable prices while returning a profit to the General Fund for use in paying for other citizen services such as police, fire and education. Such durability would seem to confirm the fundamental wisdom of the control system and to reflect its adaptability to changing consumer demands and lifestyles. That adaptability has successfully taken Montgomery County from its early days as a dispensary to its role today as a customer-oriented service organization.



CONTROL STATES ACROSS THE COUNTRY

LIQUOR CONTROL JURISDICTIONS



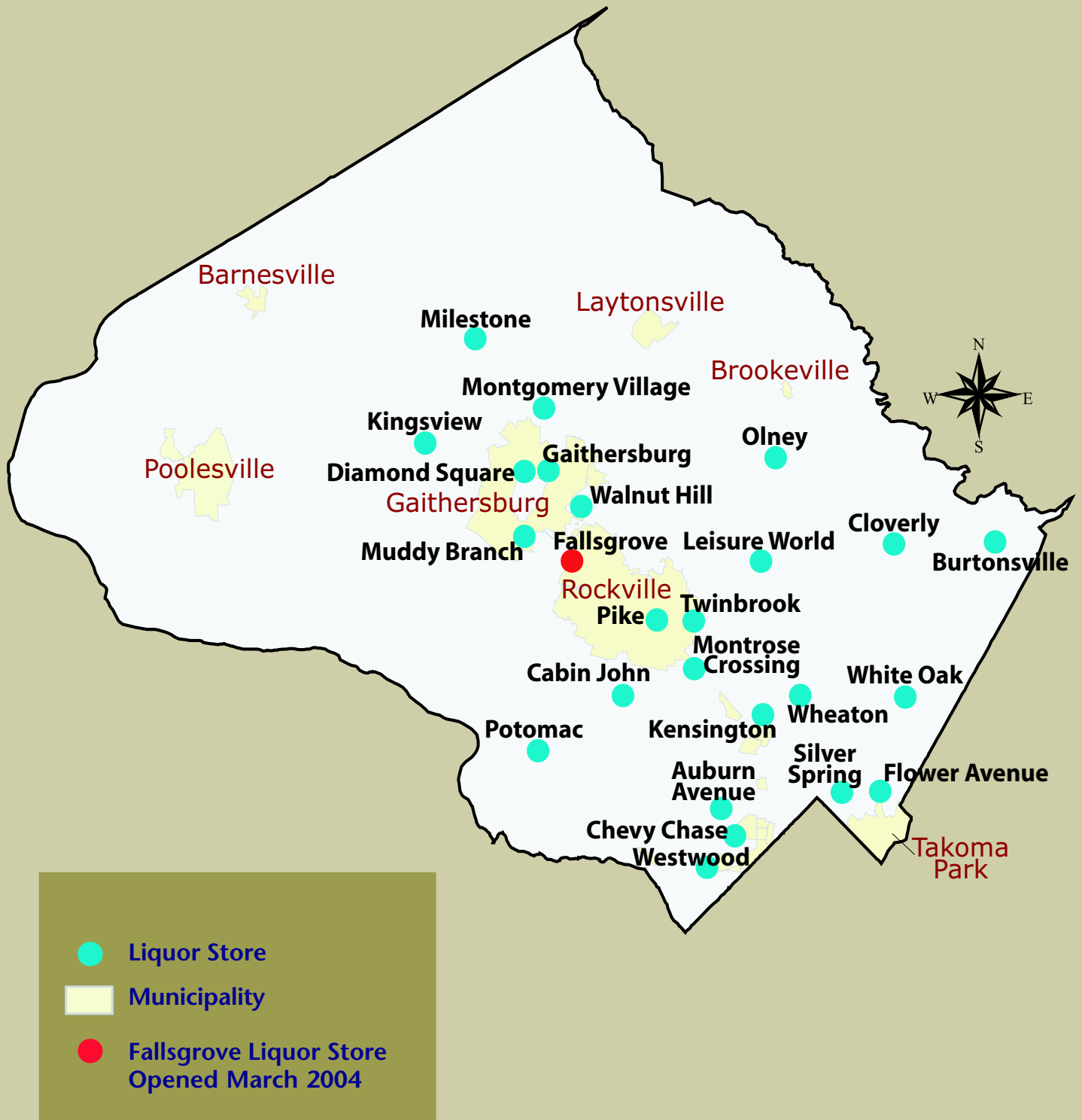
Alabama
Idaho
Iowa
Maine
Michigan
Mississippi

Montgomery County, MD
Montana
New Hampshire
North Carolina
Ohio
Oregon
Pennsylvania

Utah
Vermont
Virginia
Washington
West Virginia
Worcester County, MD
Wyoming

Montgomery County, Maryland

LIQUOR STORE LOCATION MAP



STORE LOCATIONS

Auburn Avenue

4800 Auburn Avenue
Bethesda, MD 20814
301-986-4366
Mon-Sat 10:00 am to 9:00 pm
Manager: Steve Graves

Burtonsville

15604 Columbia Pike
Burtonsville, MD 20866
301-476-7666
Mon-Sat 10:00 am to 8:00 pm
Manager: George Shelley

Cabin John

11301 Seven Locks Road
Potomac, MD 20854
301-983-4459
Mon-Sat 10:00 am to 9:00 pm
Manager: Kevin Francis

Chevy Chase

6831 Wisconsin Avenue
Bethesda, MD 20815
301-986-4372
Mon-Sat 10:00 am to 8:00 pm
Manager: Jim Ferris

Cloverly

15517-19 New Hampshire Avenue
Silver Spring, MD 20905
301-989-1914
Mon-Sat 10:00 am to 8:00 pm
Manager: Rick Haddaway

Diamond Square

18 Bureau Drive
Gaithersburg, MD 20877
301-840-2626
Mon-Sat 10:00 am to 9:00 pm
Manager: Dave Donaldson

Fallsgrove

14937-E Shady Grove Road
Rockville, MD 20850
301-279-3197
Manager: Renee Hill

Flower Avenue

8701 Flower Avenue
Silver Spring, MD 20901
301-565-5842
Mon-Sat 10:00 am to 8:30 pm
Manager: Bill Haberlin (Contractor)

Gaithersburg

220 N. Frederick Avenue
Gaithersburg, MD 20877
301-840-2340
Mon-Sat 10:00 am to 9:00 pm
Manager: Dan Moore

Kensington

3733 University Boulevard
Kensington, MD 20895
301-929-5479
Mon-Sat 10:00 am to 9:00 pm
Manager: Damian DeVriendt

Kingsview

18323 Leaman Farm Road F-1
Germantown, MD 20874
301-601-0956
10:00 am to 9:00 pm
Manager: Ben Mangus

Leisure World

3824-26 International Drive
Silver Spring, MD 20906
301-929-5476
M-Th 9:30 am – 8:30 pm
Fri-Sat 9:30 am – 9:00 pm
Manager: Brian Sullivan



Kingsview Store Front

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Milestone

20946 Frederick Road Unit D1
Germantown, MD 20876
301-601-1670
Mon-Sat 10:00 am to 10:00 pm
Manager: Robin Hill

Montgomery Village

19233 Watkins Mill Road
Gaithersburg, MD 20760
301-840-2353
Mon - Sat 10:00 am to 9:00 pm
Manager: Al Tanner

Montrose Crossing

12015-B Rockville Pike
Rockville, MD 20852
301-468-4489
Mon-Thu 10:00 am to 9:00 pm
F-Sa 10:00 am to 10:00 pm
Manager: Meredith Hope

Muddy Branch

866 Muddy Branch Road
Gaithersburg, MD 20878
301-840-2356
Mon - Sat 10:00 am to 10:00 pm
Manager: Bill Haberlin
(Contractor)

Olney

17825 Georgia Avenue
Olney, MD 20832
301-570-3883
Mon - Sat 10:00 am to 9:00 pm
Manager: Bill Matheson

Pike

832-836 Rockville Pike
Rockville, MD 20852
301-279-1575
Mon - Sat 10:00 am to 9:00 pm
Manager: Bill Haberlin
(Contractor)

Potomac

10132 River Road
Potomac, MD 20854
301-983-4462
Mon - Sat 9:00 am to 9:00 pm
Manager: Anna-Maria Joyner

Silver Spring

8715 Colesville Road
Silver Spring, MD 20910
301-565-7571
Mon - Sat 10:00 am to 9:00 pm
Manager: Josh Asress

Twinbrook

2090 Viers Mill Road
Rockville, MD 20851
301-279-1549
10:00 am to 9:00 pm
Manager: Leslie Hettich

Walnut Hill

16535 S. Frederick Road
Gaithersburg, MD 20855
301-840-2749
Mon - Sat 10:00 am to 9:00 pm
Manager: Lew Rydzewski

Westwood

5432 Westbard Avenue
Bethesda, MD 20814
301-657-0845
Mon - Sat 10:00 am to 9:00 pm
Manager: James Fassanella

Wheaton

11407 Georgia Avenue
Silver Spring, MD 20902
301-929-5482
Mon - Sat 10:00 am to 9:00 pm
Manager: Kermit Williams

White Oak

11239 New Hampshire Avenue
Silver Spring, MD 20904
301-681-4304
Mon - Sat 10:00 am to 9:00 pm
Manager: Doug Wright

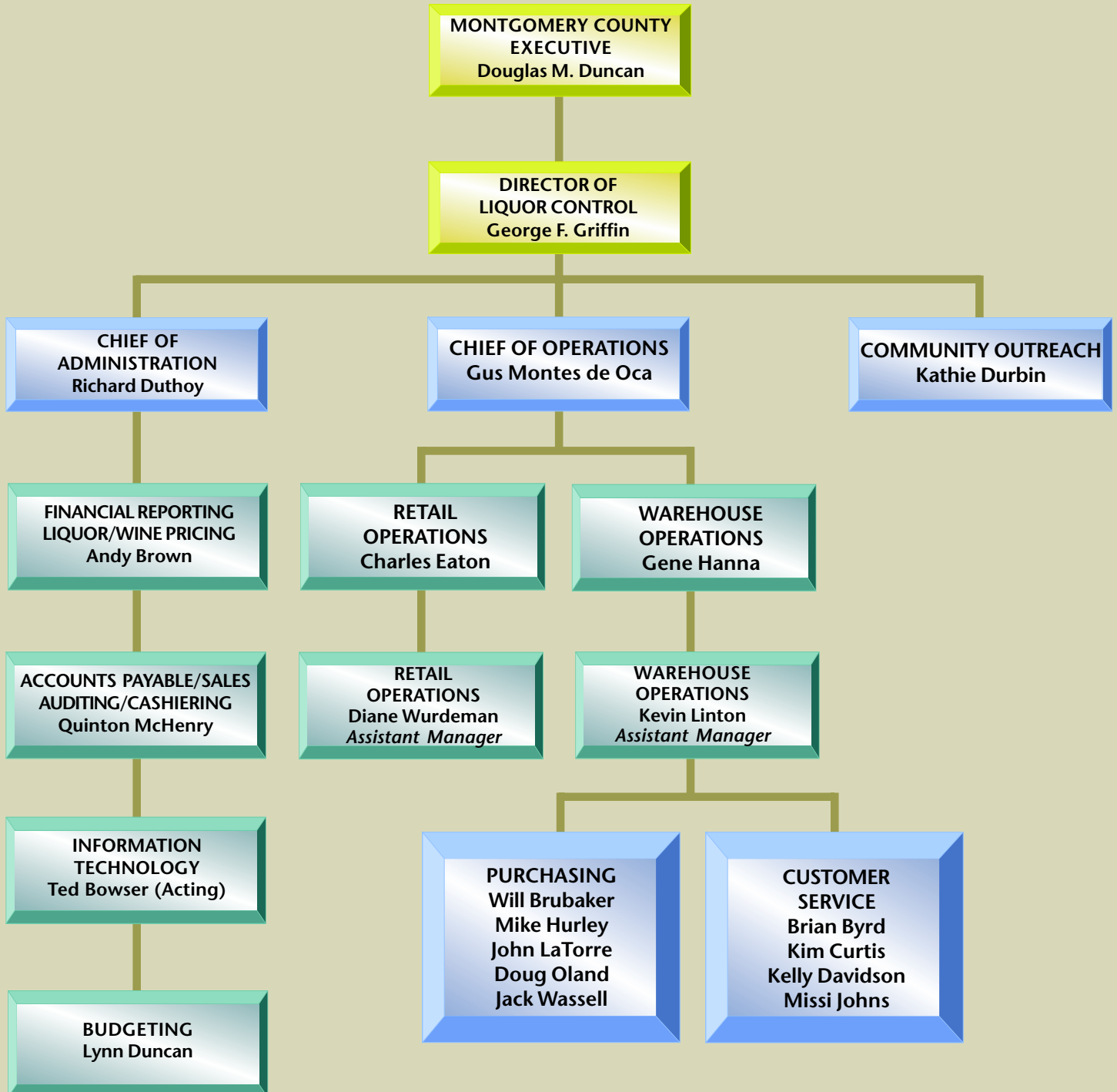


Potomac Store Front

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Montgomery County, Maryland

DEPARTMENT ORGANIZATION CHART



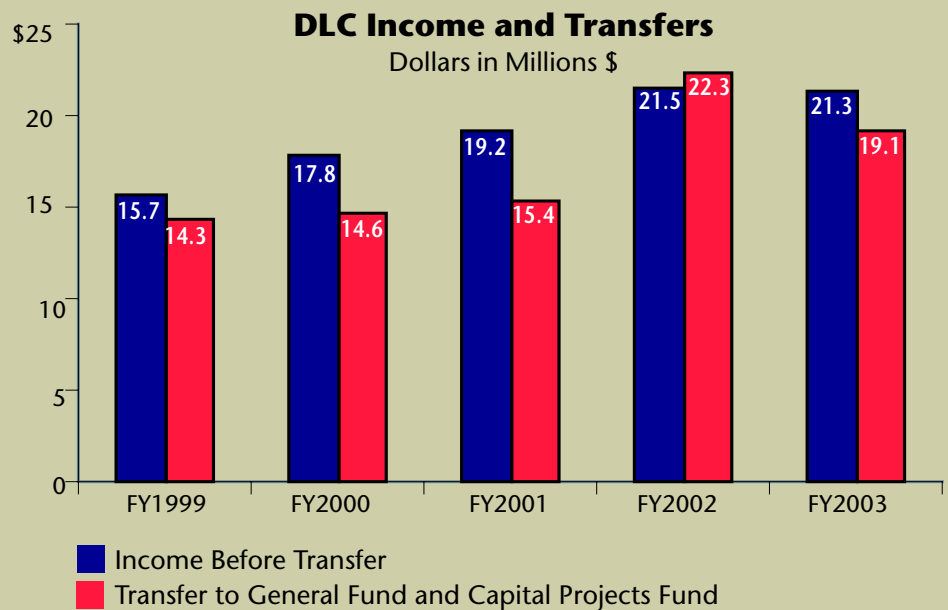
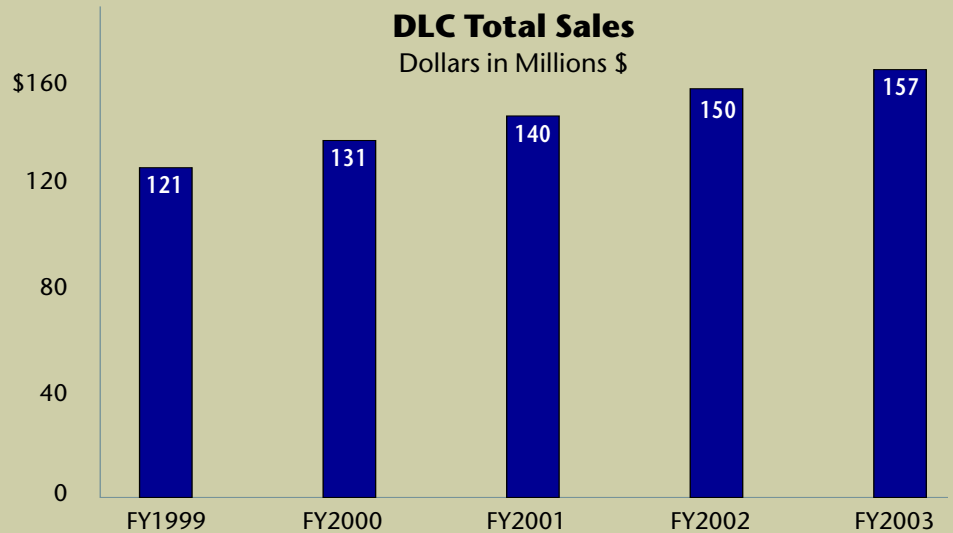
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FINANCIAL HIGHLIGHTS

As the books close on fiscal year 2003, the Department's 52nd year of operation and 69th year as a government entity, Liquor Control is pleased with its financial performance. Fiscal Year 2003 proved to be the most profitable in the history of the Department.

The 24 retail stores grossed a record breaking \$65.5 million, an 8.7% increase over fiscal year 2002, and produced net profits of \$7.8 million. Wholesale operations grossed \$91.5 million, a 1.9% increase over fiscal year 2002 for a total sales figure of over \$157 million.

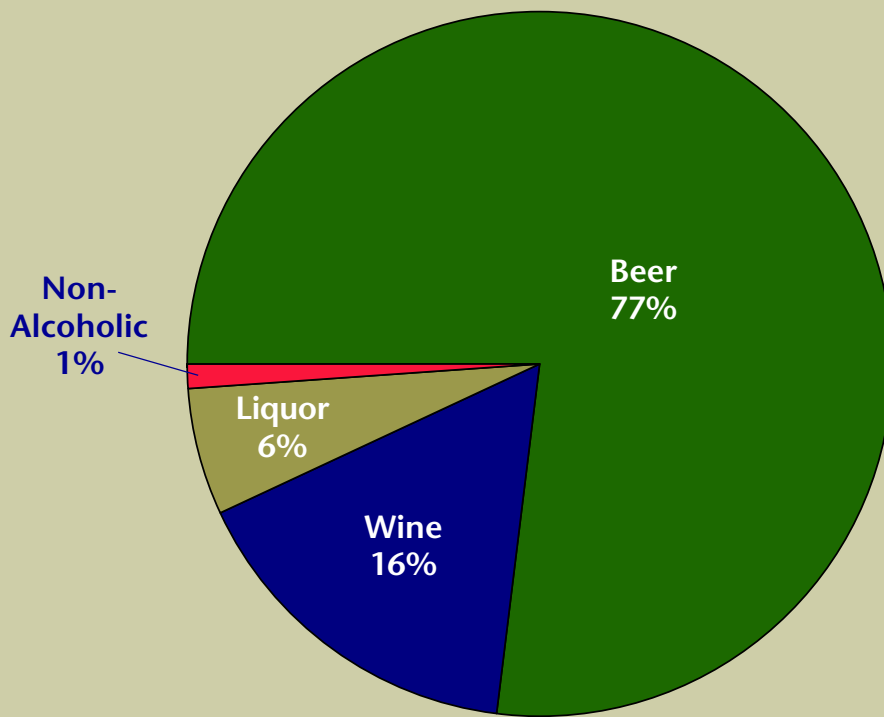
DLC transferred \$92,147 to the Capital Projects Fund for parking lot improvements at the warehouse in addition to transferring \$18,985,890 to the General Fund.



DLC Product Case Shipments



Product Mix of Warehouse Shipments



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STATEMENT OF NET ASSETS

ASSETS	<u>June 30, 2003</u>	<u>June 30, 2002</u>
Current Assets		
Cash	\$4,773,854	\$5,449,690
Inventories	28,283,744	25,122,213
Other Current Assets	<u>2,865,063</u>	<u>2,294,347</u>
Total Current Assets	<u>35,922,661</u>	<u>32,866,250</u>
Capital Assets		
Property, Plant & Equipment	16,546,463	16,076,670
Less: Accumulated Depreciation	<u>9,691,888</u>	<u>8,971,995</u>
Total Capital Assets	<u>6,854,575</u>	<u>7,104,675</u>
TOTAL ASSETS	<u>\$42,777,236</u>	<u>\$39,970,925</u>
LIABILITIES		
Current Liabilities		
Accounts Payable	\$13,307,288	\$13,110,688
Other Current Liabilities	<u>2,708,611</u>	<u>2,356,959</u>
Total Current Liabilities	<u>16,015,899</u>	<u>15,467,647</u>
 NET ASSETS		
Invested in Capital Assets	6,854,575	7,104,675
Unrestricted	<u>19,906,762</u>	<u>17,398,603</u>
 NET ASSETS	 <u>\$26,761,337</u>	 <u>\$24,503,278</u>

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

	2003	2002
OPERATING REVENUE		
Sales - net	\$ 157,039,359	\$ 150,039,921
Charges for Services	15,115	0
Licenses and permits	<u>0</u>	<u>11,850</u>
Total Operating Revenue	\$ <u>157,054,474</u>	\$ <u>150,051,771</u>
OPERATING EXPENSES		
Cost of goods sold	\$ 112,091,755	\$ 107,618,768
Personnel costs	15,198,483	14,163,024
Postage	46,231	44,757
Insurance	474,333	300,890
Supplies and materials	469,247	353,973
Contractual services	1,538,216	872,897
Communications	228,817	98,142
Transportation	352,260	279,846
Public utility service	393,516	335,998
Rentals	3,177,498	3,087,720
Maintenance	666,691	339,111
Depreciation and amortization	719,893	700,327
Other	<u>366,166</u>	<u>366,441</u>
Total Operating Expenses	135,723,106	128,561,894
Operating Income	\$ <u>21,331,368</u>	\$ <u>21,489,877</u>
NONOPERATING REVENUES (EXPENSES)		
Gain (loss) of disposal of capital assets	0	4,554
Other revenue	<u>4,728</u>	<u>10,263</u>
Total Nonoperating Revenue (Expenses)	<u>4,728</u>	<u>14,817</u>
Nonoperating Income (Loss)	\$ <u>21,336,096</u>	\$ <u>21,504,694</u>
Transfers Out		
Transfers Out	<u>(19,078,037)</u>	<u>(22,334,790)</u>
Total Transfers Out	<u>(19,078,037)</u>	<u>(22,334,790)</u>
Change in Net Assets	2,258,059	(830,096)
TOTAL NET ASSETS - BEGINNING OF YEAR	<u>24,503,278</u>	<u>25,333,374</u>
TOTAL NET ASSETS - END OF YEAR	\$ <u>26,761,337</u>	\$ <u>24,503,278</u>

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RETAIL STORE NET SALES FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

	FY2003	FY2002	Increase (Decrease)	Percent Change
Auburn Avenue	\$ 2,436,516	\$ 2,357,957	\$ 78,559	3.33%
Burtonsville	1,672,626	1,435,248	237,378	16.54%
Cabin John	2,692,364	2,474,553	217,811	8.80%
Chevy Chase	1,944,508	1,781,270	163,238	9.16%
Cloverly	1,457,081	1,388,444	68,637	4.94%
Diamond Square*#	1,276,259	602,278	673,581	52.8%
Flower	1,405,737	1,359,514	46,223	3.40%
Gaithersburg**#	1,351,892	1,005,182	346,710	25.6%
Kensington	3,423,449	3,063,365	360,084	11.75%
Kingsview	2,906,231	2,764,558	141,673	5.12%
Leisure World	2,963,767	2,848,295	115,472	4.05%
Milestone	4,354,741	3,779,540	575,201	15.22%
Montgomery Village	2,567,728	2,575,727	(7,999)	-0.31%
Montrose	4,181,221	3,935,251	245,970	6.25%
Muddy Branch	4,701,420	4,454,948	246,472	5.53%
Olney	3,361,194	2,998,015	363,179	12.11%
Pike	3,290,372	3,176,818	113,554	3.57%
Potomac	4,383,201	4,168,602	214,599	5.15%
Quince Orchard***#	0	159,134	(159,134)	N/A
Silver Spring	1,941,451	1,633,252	308,199	18.87%
Twinbrook	1,562,855	1,475,068	87,787	5.95%
Walnut Hill	2,507,513	2,386,655	120,858	5.06%
Westwood	4,439,386	4,002,850	436,536	10.91%
Wheaton	2,250,034	2,052,995	197,039	9.60%
White Oak	<u>2,440,588</u>	<u>2,362,471</u>	<u>78,117</u>	3.31%
Subtotal	<u>65,512,134</u>	<u>60,242,390</u>	<u>5,269,744</u>	8.75%
Beer Warehouse	56,366,974	56,484,764	(117,790)	-0.21%
Liquor/Wine Warehouse	<u>35,160,251</u>	<u>33,312,767</u>	<u>1,847,484</u>	5.55%
Subtotal	<u>91,527,225</u>	<u>89,797,531</u>	<u>1,729,694</u>	1.93%
TOTAL	<u>157,039,359</u>	<u>150,039,921</u>	<u>6,999,438</u>	4.67%
Same Store Data	\$ <u>62,883,983</u>	\$ <u>58,475,396</u>	\$ <u>4,408,587</u>	7.54%

* Diamond Square was opened on November 21st, 2001

** Gaithersburg was closed from July 1 to August 10, 2001

*** Quince Orchard was closed on August 24th, 2001

Excluded from same store data

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RETAIL HIGHLIGHTS

Over the course of the Department's 70 year history, the Department has opened and closed locations throughout the County. Currently there are 24 retail stores (with a 25th to open in FY2004) to serve County residents and visitors. Without retail operations, the Department would lose over 41% of its annual revenue and over 60% of its income.

Fiscal Year 2003 proved to be a record-breaking year for our retail stores in terms of sales, revenues and cases sold. 734,000 cases of beer, wine and spirits were shipped out of our warehouse to the stores, an increase of almost 50,000 cases compared with Fiscal Year 2002, and 125,000 cases over Fiscal Year 2000. In just 3 short years, we've been able to increase the number of cases shipped by over 20%. Revenues topped \$65.5 Million, an increase of 8.7% over FY2002 and a 30% increase over FY2000, a milestone achievement for the Department.

One reason for the fiscal achievement of our retail operations is due in part to understanding the marketing aesthetics of store location, which was evidenced with our Twinbrook store relocation. When it was realized that the location of the Twinbrook store was not generating its sales target, the Department found a better area in the shopping center with more foot traffic and store signs more prominently displayed. When the Twinbrook store was moved and renovated the results were almost immediate. Since the relocation/renovation, sales at the Twinbrook store have increased over 7%. (Relocations of other stores are in the planning stages.)

The launch of a pilot program to scan ID's proved enormously successful in FY2003. A scanner was installed that reads drivers licenses from 48 states. Upon scanning the bar code or magnetic strip, the age of the individual is displayed on a computer screen. This device is not only a great deterrent for underage drinkers but it also helps our retail employees calculate birth dates and expedites the check-out process at the registers. To date, the ID scanning technology has been installed at two stores where fake ID cards pose special problems. Enormous strides to build a more cohesive, efficient and knowledgeable work force have also been achieved in this fiscal year.

Left to right, Ben Mangus, Manager, Kingsview Store; Diane Wurdeman, Assistant Manager, Retail Operations; Phil Jameson Assistant Manager Kingsview Store.



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*The launch
of a pilot
program to
scan ID's
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TRAINING FY2003

When new retail employees start with the Department, along with "basic training", new clerks receive information concerning product knowledge along with a "how to" data sheet relating to the policies and procedures of all County stores. It is the goal of the Department to expand on this in FY2004.

Clerks now receive a monthly training session to keep employees updated on product knowledge and sales tactics. During these training sessions, product knowledge is transferred directly from a vendor representative. For example, when the Department hosted an "Australian Wine Day" a winery representative came from Sydney to perform the demonstration.

Also new for FY2003, we've increased our managerial workforce for our retail locations. Before this year two managers were assigned to supervise two locations each.

Now a manager and assistant manager are assigned to every store so as create a sense of cohesiveness among the employees. The Department created a management intern program where newly promoted managers have the opportunity to learn management skills by working in the retail central office and also meet the warehouse staff over the course of a week. Another training course for new managers is "promoted people" training that is referred to as a transitional training program for recently promoted managers. "Fundamentals of Supervision", a program sponsored by the County, is required for all managers and assistant managers.

TIPS PROGRAM

TIPS, Training for Intervention Procedures, was modified in FY2003 with a goal to certify

100% of all retail employees. TIPS is an international server training program for all retail employees to educate them on strategies and procedures to prevent serving to underage drinkers and inebriated individuals. It is a rigorous certification program that empowers employees to handle potential problem customers with non-confrontational strategies. There are currently three managers of the retail section that teach the TIPS program.

MARKETING

Without a strong marketing strategy, Liquor Control would not be breaking sales records year after year and this year proved to be no exception. Our

*Diane Wurdeman, Assistant
Manager, Retail Operations*



newspaper advertising program has been expanded to include weekly ads in the *Washington Post's* Food Section and the weekly *Rockville Gazette*. This December, a four page color flyer was mailed to more than a million homes around the area to promote holiday sales and themes.

The retail section created a monthly theme program for all stores! By way of example, May was labeled "Tequila Month" and because of heavy marketing and promotional displays in each County store, tequila sales saw a 400% increase from the same time last May. A **400% increase** is something almost unheard of in the retail industry.

Another theme was "Malbec Madness", which saw a **650% increase** over last March's sales. For those who haven't heard of Malbec, it is a specific grape variety primarily used in Bordeaux wines. "Pinot Grigio" June saw sales up **575%** from the same time last year. Billington Importers, a major importer of Argentine wine, was so amazed at our success that they adopted the same marketing plan nationwide for all malbec wines.

Our retail section is committed to providing the best customer service to all patrons of our stores. With extensive training, excellent customer service and creative marketing programs, our retail operations improve with every transaction.



*Charles Eaton,
Retail Operations Manager*

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Some Comments from Our FY2003 Retail Store Survey

"An outstanding facility (Burtonsville) in all respects. I've referred it to friends from Annapolis, Baltimore and Ellicott City (among other locations) and they too have become repeat customers. With such selection, prices, exceptional staff and convenient location, why go somewhere else!!"

"The Burtonsville staff always satisfies my customer expectations."

"Love these two stores in Burtonsville! Great Prices, good staff knowledge, great selections!!"

"We approve of the DLC stores. We will never vote to privatize those stores. I believe you clerks are more helpful than the people running the small beer and wine stores. Wishing you continued success for you and your entire staff and support forces."

"Store employees have always been willing to help with wine selections. They also know where a particular name wine is located. And, they take the time to point out special prices on brandy, wine, and other products."

"Price is important to me. Because there is a Montgomery County Wine and Spirits store conveniently located in my area, I would never consider purchasing wine elsewhere."

"Excellent work!! Keep it up and tell the County Council!!"

"We travel (from Alexandria) to the Montgomery County liquor store in Chevy Chase because the prices are excellent, as well as the selection on single malt scotch. It is an excellent store, providing a very positive shopping experience."

"I go to this (Flower) because it is in my neighborhood and because I like the staff. I have been extremely pleased with the people there over the 7 or 8 years we have lived

here. They are very pleasant and go out of their way to be helpful on a consistent basis. I almost never go anywhere else."

"You can ask for some little known or off brand wine and liquor and the staff can go right to it and put it in your hand. They are great and know their stuff."

"I love the sales that are listed in the Montgomery Journal."

"I have been using this store (Pike) for as long as I can remember. I guess since the late 1960's. I have always been satisfied with service and price."

"Your staff are always friendly and helpful. I have found no other place (Twinbrook) that can beat your prices, or be competitive. I will go out of my way to find one of your stores before going any place else. Keep up the good work!"

WHOLESALE HIGHLIGHTS

The wholesale section of the Department is responsible for the receiving, storage and timely delivery of all beer, wine, and spirits to our 875 licensees throughout the County, including any special orders our customer's request (the number of stock items was increased this year in order to provide our customers with a larger variety of specialty wines).

With \$91.5 million in sales for FY2003, wholesale revenues equate to 56% of the Department's overall profit. These numbers reinforce our desire to provide prompt, friendly, and accurate service to our ever increasing number of customers who depend of us for all their beverage alcohol products.

Though the Department can implement programs that strive to provide exemplary customer service, it is our customers' feedback that provides us with a "report card" and allows us to see what we can do better year after year.

For the last three years, the Department has made a "Wholesale Customer Survey" available to all its wholesale customers in its October newsletter. The survey asks for feedback in four key areas: employees' friendliness and professionalism, provision of adequate customer service, product integrity, and product selection. Within each key area, our customers were asked to give a rating of "exceeded expectations", "met expectations", or "fell below expectations".

The results not only demonstrate that we improved our overall customer service but also gave us useful insight about how to improve our processes so as to satisfy all our customers.

Considering the warehouse has 3,200 stock items on hand at any one time and a daily inventory of 295,000 cases of beer and

180,000 cases of wine and spirits the fact that 94% our customers that replied to our survey stated that our customer service either met or exceeded their expectations is a testament to the Wholesale sections mission to offer our best to everyone who does business with us.

The Department publishes a monthly newsletter that is used as a means of communication with our customers. Improvements to the newsletter this year were targeted as an effort to provide more pertinent information to all our wholesale customers. Information included in the newsletter has expanded to provide information on Community Outreach



Gus Montes de Oca, Chief of Operations

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activities, specific Maryland wines and wineries, and internal personnel news such as promotions and retirements to improve the general communication lines between the wholesale section of the Department and our licensees.

Specifically, the program to highlight Maryland wines and wineries has begun to show signs of success. For example, one newsletter featured Basignani Wines (a winery located in Sparks, MD) which saw a dramatic increase or really a "spike" in sales after the advertisement in our newsletter. This newsletter is delivered to all vendors and licensees. Along with the newsletter, another effort developed to improve communication was the development of a license-holders and representatives database for faster, more efficient relay of information.

With 30 drivers, 12 sub drivers and 25 driver helpers, the Department felt another way to improve communication with our wholesale

customers while at the same time allowing our customers to develop relationships with our employees was to start a delivery program that assigned a consistent delivery team to each of our customers giving them stability as well as a closer relationship with the Department.

Started approximately one year ago, the goal was to have a consistent team for all customers so as to give them the opportunity to develop relationships with their delivery person and the department as well.

The customers loved the opportunity to feel that they have a real bond with the Department and the fact that it increased the number of same day deliveries by almost 20% because the same teams were delivering to the same licensees on a daily basis thus creating consistent routing and less confusion as to where delivery teams were driving on

any given day. Same day deliveries are when an order is placed and delivered the same day.

With the professional assistance of the County's Division of Risk Management, the Department of Liquor Control has expanded its driver safety program. For FY2003, the Department was awarded a Safety Award for its dramatic reduction of accidents from FY2002 to FY2003.

Because of the dramatic increase in stock items, we shifted buyer responsibilities to recognize these product increases. The result has been a marked reduction in out-of-stock items and greater customer satisfaction.

*Gene Hanna, Warehouse
Operations Manager*



On a humanitarian level, the warehouse section began a monthly food contribution to Bethesda Cares, a non-profit organization that provides services to the homeless and working poor.

The increase in alcohol purchasing employees has enabled the Department to increase its level of stock availability and decreases the amount of inventory out of stock, especially during peak holiday periods such as St. Patrick's Day and the Fourth of July.

The improvements and accomplishments of the wholesale section this year are a demonstration of the Department's commitment to providing the best service to all of its customers and next year, with the construction of a 52,000 square foot addition and plans to air condition the existing warehouse, we feel we can easily adhere to this commitment.

Some Comments from Our FY2003 Wholesale Survey

"People in the Burtonsville Store are great; they know their wines, always polite and considerate and have a smile on their faces. Your delivery men have always been nice to me. I've been in business 13 years and they have always been very courteous – even when I forgot to leave a check!"

"I feel good that we are located in the DLC territory. Thank you for your hard work."

"All my deliverers are great at what they do even though they are young bucks but they still do their job. A+++. Great Job."

"I appreciate Corona sales (discount off) set as 120 case and above all the time. Thank you!!"

"Phone team is good. My regular delivery guys I like."

Kevin Linton, Assistant
Manager, Warehouse
Operations



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With high-speed laser printers and less expensive bond paper, the Department has been able to cut some of its printing and maintenance expenses by approximately 20%.

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IT HIGHLIGHTS

FY2003 proved to be an interesting year for the Information Technology section of the department. With the development of a new IT solution for the entire Department on the horizon, the goal to improve efficiencies and streamline what are now manual processes is turning what used to be what some called a fantasy into reality. The IT section, in partnership with the Department of Technology Services (DTS) has meticulously analyzed the capabilities of the current IT systems installed in the Department and made the recommendation that an Enterprise Resource Planning (ERP) solution would best fit the Department's needs as a business and government entity.

The ERP solution will contain a Point-of-Sale system for our 24 (soon to be 25 in February 2004) retail stores, a financial management system, and a warehouse system that will allow each system to better integrate

with each other without having to switch from one software system to another. Though this project is in its beginning stages, we hope to have the installation complete by FY2006.

In preparation of the new IT solution, the IT specialists were able to eliminate many processes that involved old and expensive dot matrix line printers and green-bar paper for the many reports we print on a daily basis. With high-speed laser printers and less expensive bond paper, the Department has been able to cut some of its printing and maintenance expenses by approximately 20%. Additional improvements to our report generation process (such as daily sales figures and product requests) include modifications made to our invoice numbering system to extend

invoice numbers to six characters. This extension will allow for more concise and accurate record keeping of all transactions by eliminating duplicate invoice numbers. Also, a new history file was created to keep track of previous orders. This new history file also assists our accounting department by reconciling our accounts receivable and identifying ordering patterns and trends thus expediting the ordering process.

Other preparations made in anticipation of the new solution include regularly scheduled



Ted Bowser, Acting IT Manager

on-site visits by our IT specialists in order to conduct a thorough "needs assessment". These site visits have been conducted throughout FY2003 to ensure that the best Point-of-Sale system is chosen for our retail stores.

Striving to provide the best customer service possible is part of the mission of the Department. In keeping with this mission, the IT section also completely revamped the Department's website – www.mcdlc.com – to include new features such as Internet ordering for all of our licensees, a link to look up specific products online and a showcase of monthly retail store sales and specials for wine and spirits. Other new features incorporate the name, address, manager name and directions to each of our retail locations, an automated posting of our monthly newsletter and an online calendar to spotlight specific events sponsored by the Department.

We encourage you to explore our new website and hope it provides you with all the information you may need concerning the Department.



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COMMUNITY OUTREACH HIGHLIGHTS

During a reorganization of the Department in FY2001, it was determined that we needed to expand our community outreach efforts to promote responsible drinking habits and curb underage drinking within the County. In FY2002 the Department created the position of Community Outreach Manager and hired Kathie Durbin in an effort to improve communication among regulatory, industry, and community groups and improve public and business knowledge of laws, ordinances, rules, and regulations.

Since joining the Department, our Community Outreach Manager has made our newest section a tremendous success. Accomplishments include the organization of the Montgomery County Hospitality Resource Panel, an alliance of business associations, government agencies, and community organizations

dedicated to developing a safer community and more successful businesses through the promotion of responsible hospitality principles and practices and the inception of community alliances to provide alcohol awareness education to businesses and the community.

As well as beginning programs, the Community Outreach Manager has also furthered the effort of alcohol awareness groups such as Montgomery County's *Drawing the Line on Underage Drinking*, a coalition of 30 to 40 organizations and individuals working to prevent underage alcohol use by changing community perception of and reaction to underage alcohol use.

Kathie's efforts for Montgomery County have resonated around the state. In April of 2003 she was invited to

conduct a server/seller training program in Talbot County.

One of the first programs under the new Community Outreach section in FY2003 was The Space for Sociability Forum. With more than 70 community activists participating, business owners, developers, hospitality industry representatives, educators, prevention specialists, regulatory and law enforcement agents and other government officials discussed the complex issues related to creating space for sociability for young adults (18-24) in our area.

When planning business developments, appropriate sites for young adults are



Kathie Durbin, Community Outreach Manager

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unfortunately rarely considered. The result of the forum was a report identifying three strategies for addressing the issues and challenges raised at the forum. These strategies are educating operators, nurturing mixed-age activities, and developing inter-agency cooperation.

The creation of the Longbranch Business Alliance aimed at assisting in the revitalization of the neighborhood through providing education and assistance for sellers of beverage alcohol was another program launched in FY2003. The Longbranch area of the County is a diverse community with over 60 different cultures living within close proximity.

The main goal of this alliance is to create a collaborative effort with the Department and the Maryland Hospitality Education Foundation to inform and educate restaurant and beer/wine store owners of the rules regarding the sale of beverage alcohol.

Business owners and managers have rallied together in support of this alliance by signing a Code of Conduct and using ID checking books, posters and other methods to deter young adults from attempting to purchase alcohol.

Businesses that sign the Code of Conduct are eligible for inclusion in future events and free seminars to assist them in other methods of responsible service. Businesses will also have resources available such as lists of citations and arrests for underage drinking and links to the Board of License Commissioners to provide information about serving alcohol responsibly. The long-term goal of this joint effort between the County and private business owners is the creation of a community bond where businesses and other members of the community talk openly with each other and the Department to work together to prevent underage drinking.

Along with the Longbranch Business Alliance, the Community Outreach section also initiated the creation of a Wheaton Business Alliance in FY2003. Like the Longbranch Business Alliance, sellers of beverage alcohol are also asked to sign a Code of Conduct that will entitle them to other services and training.

One important service that is being offered with the Wheaton Alliance is Cops in Shops®, a program developed by the Century Council, a non-profit organization dedicated to responsible decision-making regarding beverage alcohol. The Century Council's Cops in Shops® program brings law enforcement officials and retailers together in the fight against underage drinking.

With Cops in Shops®, plainclothes police officers are detailed to retail stores to observe and stop underage purchasers and adults who attempt to buy alcohol for youths. If caught, offenders are



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forced to talk with a police officer about losing their license, going to court, paying fines, and even going to jail. Posters, outdoor billboards, and other public service messages warn youth and adults that the program has been implemented in their community. In addition to providing instruction manuals and training videos to officers and retailers, the Council's program includes a strong public awareness campaign.

The Community Outreach section also participated on the Metropolitan Washington Council of Governments' Regional Impaired Driving Task Force. This task force produced a study entitled *Regional Activities to Reduce Impaired Driving in the Washington Metropolitan Area*. Our Community Outreach Manager was one of three experts who presented the findings to the Council of Government's Board of Officers and since her presentation has

been invited to brief the Montgomery County Council.

Her findings include that crash data is readily available at the local, state and national levels but unfortunately the data on resources that would be useful for program evaluation are not always available. Another matter of importance is the fact that only nine of seventeen laws proven to be highly effective in reducing impaired driving are in place in all three primary jurisdictions (Maryland, Virginia, and the District of Columbia).

A Special Events Alliance, started in FY 2003, assists groups wishing to hold special events within Montgomery County. Many event planners would complain when trying to find venues and one day alcohol permits and pleaded with the County to create a website or booklet that was easier to understand with step-by-step instructions.

The Community Outreach Office took the initiative along with the Conference and Visitor's Bureau to bring together the various County Departments (such as Recreation, Permitting, Licensing, Police, Economic Development) and other interested community members to work toward developing a resource guide (printed and on the website) to assist events planners' moves through the process with ease.

The Community Outreach section is just starting to make an impact within the County through its alliances and programs. We have high hopes that during FY2004 the bonds created during the year and the new ones to come develop an overall better relationship among the Department of Liquor Control, our citizens, and business owners.

MOVING FORWARD ~ WHAT'S IN STORE FOR FY2004 AND BEYOND

Looking ahead, Liquor Control has several different projects for FY2004 and beyond ranging from a much needed warehouse expansion and the addition of a new store to an entirely new IT system that will service all aspects of the Department. Here's what's in store for the Department:

RETAIL

- Our 25th store at the new Falls Grove Shopping Center in Rockville is scheduled to open in March 2004.
- The folder of useful information for new retail employees will be converted into a guidebook by May 2004.
- The identification scanner machines to check for will fake ID's will be installed in all 25 stores.
- A new state-of-the-art Point of Sale (POS) system that will allow all the retail stores to "talk" with the Department at all

times and streamline what are now manual processes will be implemented in the new Falls Grove store first and ultimately all 25 in accordance with the new IT system implementation.

- The Cloverly store is being moved to a more larger, more open shopping center and an overall larger store that will allow motorist to see the store front more clearly as well as allow the store to carry a larger inventory.

WHOLESALE

- The design of a 52,000 square foot warehouse addition will begin towards the end of FY2004 and construction will be completed in FY2005.
- In addition to the warehouse expansion, the original warehouse will have HVAC installed

throughout.

Currently the Liquor Control warehouse is the only building left where employees have to work without air conditioning.

- Part of the new IT system for the Department includes a new warehouse system that will allow our employees to expedite the inventory and routing processes as well as keep a real time track of all products coming into and going from the warehouse.
- Also as part of the new IT system, drivers will be given handheld scanners to take on their deliveries so as to scan products as they are delivered to our licensees. After scanning the merchandise, the information will immediately transmit back to the Department and an invoice will be printed.



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IT

- Starting in FY2004, the IT section will help implement the new IT system (called an Enterprise Resource Planning system or ERP) for the Department. The new system includes a new financial management system, a warehouse system and Point of Sale system as described above.
- The new IT system will take approximately 18 months to install. The IT section is primarily responsible for the successful implementation of the system and will work with the entire Department to ensure a seamless transition from our old software platforms.
- The Department's website will go through another renovation to include updated product lists in an effort to allow more of our licensees to order via the Internet.

- Our old security tape recorders will be replaced with digital video recorders (DVR) in all our retail locations which gives a clearer picture of the store and allows for a longer recording period.

COMMUNITY OUTREACH

- With the Board of License Commissioners, the Department will create an orientation program for new businesses that will supplement the alcohol awareness training already in effect from the State of Maryland. Currently in development, the program should be in effect by FY2005.
- The Gaitherburg Business Alliance we be the latest Alliance to join the Longbranch and Wheaton Alliances already in place to connect businesses with resources to curb underage drinking and serving to high risk patrons.
- The business Alliances will continue to be great resources for businesses in the

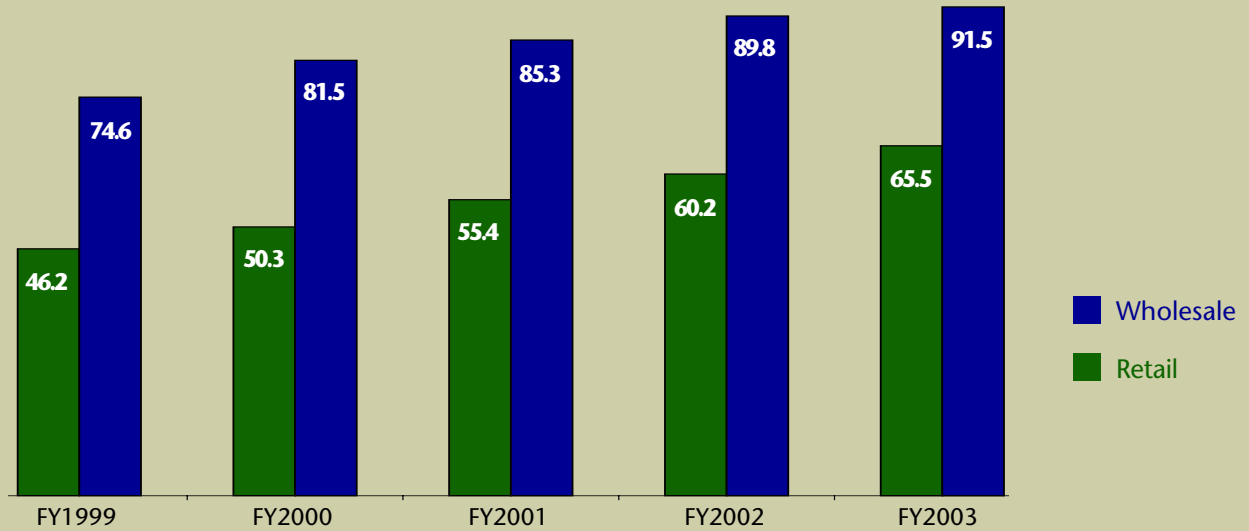
County and the Community Outreach section will create an annual meeting with all the business Alliances to develop consistent policies concerning alcohol sales to underage or inebriated patrons.

- The Montgomery County Hospitality Resource Panel (MCHRP), sponsored by the Department received the Montgomery's Best Partnership award for 2003 in February 2004 for creating an alliance of business associations, government agencies, educators and suppliers dedicated to developing safe communities and healthy businesses. Through MC HRP's partnership with the Community Outreach Section, the MC HRP has been able to foster alliances with hospitality, safety and business as well as implement responsible policies and marketing techniques that will help prevent many of the tragedies occurring on our streets as a result of intoxicated drivers and pedestrians.

FY2003 STATISTICS

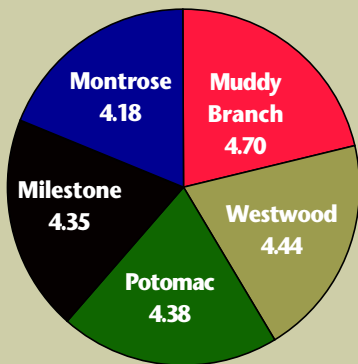
Retail vs. Wholesale Sales - FY1999 to FY2003

Numbers in Millions \$



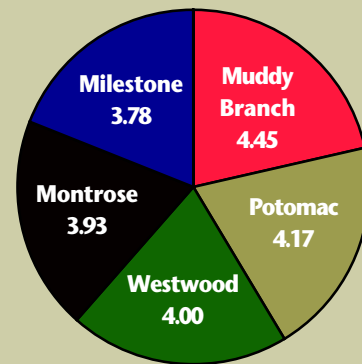
Highest Volume Stores - FY2003

Numbers in Millions \$



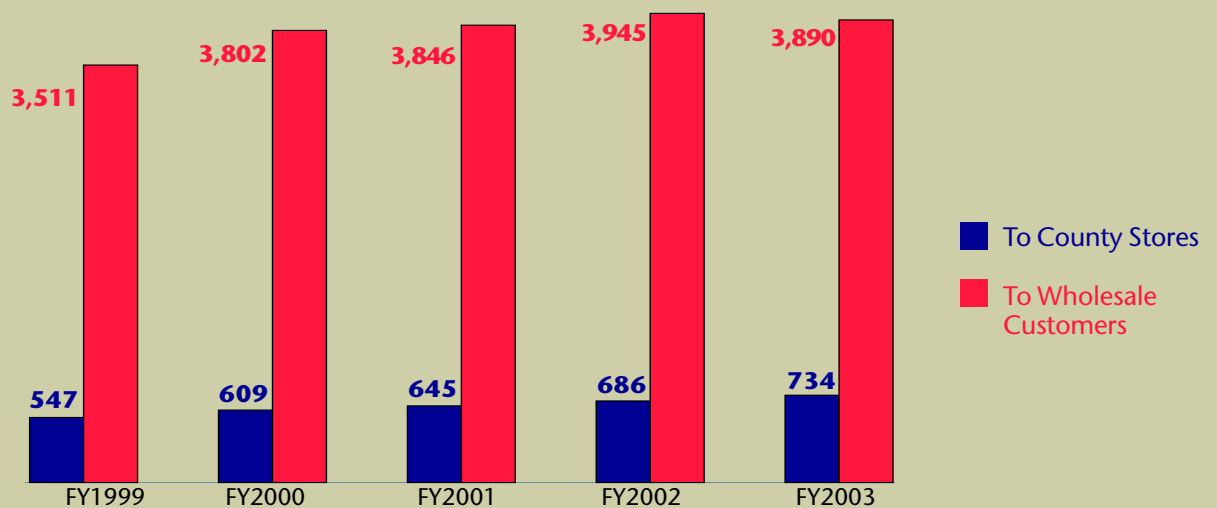
Highest Volume Stores - FY2002

Numbers in Millions \$

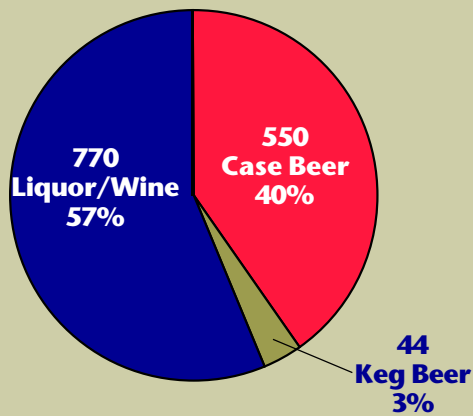


Annual Cases Shipped from Warehouse - FY1999 TO FY2003

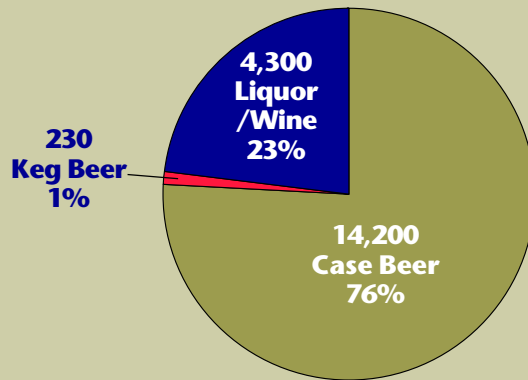
Numbers of Cases in Thousands



**Average Number of Monthly
DLC Purchase Orders to Vendors
and Percent of Total**



**Average Number of Monthly
Delivered Cases By Product
and Percent of Total**



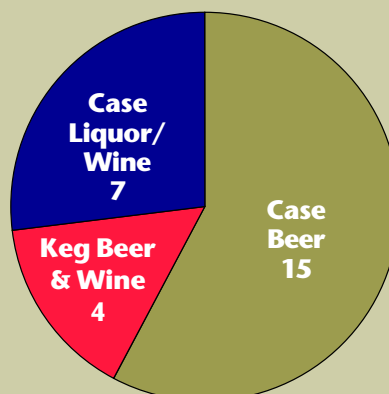
License Facility Sales (Excludes Sales at Retail Stores)

Monthly Average Countywide	\$7,483,000
Daily Average Countywide	\$354,900
Monthly Peak Sales*	\$8,454,760
Average Single Day Peak Sales*	\$422,740
* - Peak Numbers represent December Sales Data	

Warehouse

Average Number of Stock Items	3,200
Average Inventory Level - Beer Cases	295,000
Average Inventory Level - Beer Kegs	4,500
Average Inventory Level - Liquor/Wine Cases	180,000
Average Monthly Cost Value of Inventory	\$16,512,300

Average Delivery Routes Per Day Per Product



FINANCIAL STATEMENTS

For a more complete overview of the County's financial statements, as well as the financial notes, please see our Comprehensive Annual Financial Report at:

[www.montgomerycountymd.gov/
govtmpl.asp?url=/content/finance/financial.ASP](http://www.montgomerycountymd.gov/govtmpl.asp?url=/content/finance/financial.ASP)

Financial statements for the Department of Liquor Control can be found on pages 34, 35, 36 and 135. In addition there are references to Liquor Control in the Management Discussion and Analysis and in The Notes to the Financial Statements.



SCHEDULE OF EXPENSES - BUDGET VS. ACTUAL

	Prior Year Carryover Encumbrances	Current Year	Total Original	Revisions	Final	Actual	Variance Positive
Personnel Costs \$	0	\$14,970,790	\$14,970,790	\$ 227,700	\$15,198,490	\$15,198,483	\$ 7
Other Operating	48,130	8,278,830	8,326,960	(245,997)	8,080,963	7,748,705	332,258
Capital Outlay	158,294	919,110	1,077,404	(4,376)	1,073,028	469,793	603,235
Total	<u>\$ 206,424</u>	<u>\$24,168,730</u>	<u>\$24,375,154</u>	<u>\$ (22,673)</u>	<u>\$24,352,481</u>	<u>\$23,416,981</u>	<u>\$ 935,500</u>

Reconciliation to GAAP expenses:

Additions:

Depreciation and amortization	\$ 719,893
Cost of goods sold	112,091,755

Deductions:

Capital outlay expenditures	(469,793)
Encumbrances outstanding at year end	(35,730)

GAAP Expenses	\$135,723,106
---------------	---------------

CASH TRANSFERS TO THE GENERAL FUND FY1983 - FY2002

Fiscal Year Ending June 30th	Amount of Transfer	% Increase (Decrease) Over Previous Year
2004 (Budgeted)	\$ 20,501,030	7.98%
2003	18,985,890	-14.99%
2002	22,334,790	44.74%
2001	15,430,683	5.76%
2000	14,590,410	1.83%
1999	14,328,000	2.71%
1998	13,950,000	16.25%
1997	12,000,000	-1.13%
1996	12,136,810	11.69%
1995	10,867,000	5.50%
1994	10,300,000	-7.21%
1993	11,100,000	0.91%
1992	11,000,000	0.00%
1991	11,000,000	4.76%
1990	10,500,000	-6.25%
1989	11,200,000	1.82%
1988	11,000,000	-8.33%
1987	12,000,000	20.00%
1986	10,000,000	17.65%
1985	8,500,000	-15.00%
1984	10,000,000	0.00%
1983	10,000,000	

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SALES ANALYSIS AND PERCENTAGE CHANGES YEAR TO YEAR FY1985 TO FY2003

Fiscal Year	Total Sales	Percentage Change	Retail Sales	Percentage Change	Warehouse Sales	Percentage Change	Warehouse Beer Sales	Percentage Change	Warehouse Liquor/Wine Sales	Percentage Change
2003	\$157,039,359	4.63%	\$65,512,134	8.75%	\$91,527,225	1.87%	\$56,366,974	-0.21%	\$35,160,251	5.40%
2002	150,085,202	6.76%	60,242,390	8.74%	89,842,812	5.47%	56,484,764	6.18%	33,358,048	4.28%
2001	140,587,302	6.68%	55,400,821	10.12%	85,186,481	4.55%	53,197,445	5.02%	31,989,036	3.79%
2000	131,788,958	9.04%	50,311,184	8.85%	81,477,774	9.15%	50,656,949	6.36%	30,820,825	14.09%
1999	120,863,585	5.30%	46,219,153	6.46%	74,644,432	4.59%	47,629,393	4.62%	27,015,039	4.54%
1998	114,783,438	3.28%	43,416,172	5.51%	71,367,266	1.96%	45,524,534	-0.09%	25,842,732	5.78%
1997	111,143,313	5.42%	41,147,439	4.22%	69,995,874	6.13%	45,566,118	4.16%	24,429,756	10.03%
1996	105,432,119	5.06%	39,480,197	6.36%	65,951,922	4.30%	43,748,159	2.28%	22,203,763	8.52%
1995	100,353,290	1.63%	37,119,670	0.96%	63,233,620	2.03%	42,772,682	1.99%	20,460,938	2.09%
1994	98,743,367	1.26%	36,766,015	1.43%	61,977,352	1.15%	41,936,205	1.65%	20,041,147	0.12%
1993	97,518,034	-2.99%	36,247,940	-0.95%	61,270,094	-4.15%	41,253,644	-7.63%	20,016,450	3.90%
1992	100,521,089	-0.91%	36,596,101	-2.97%	63,924,988	0.30%	44,660,246	-0.32%	19,264,742	1.77%
1991	101,449,210	4.00%	37,714,982	6.42%	63,734,228	2.61%	44,804,589	3.48%	18,929,639	0.61%
1990	97,551,486	1.20%	35,438,411	1.72%	62,113,075	0.91%	43,297,507	1.30%	18,815,568	0.01%
1989	96,392,897	2.63%	34,837,529	5.64%	61,555,368	0.99%	42,741,862	1.25%	18,813,506	0.40%
1988	93,927,063	4.97%	32,976,261	6.74%	60,950,802	4.03%	42,212,646	5.67%	18,738,156	0.53%
1987	89,481,734	5.97%	30,894,791	1.70%	58,586,943	8.37%	39,947,939	7.52%	18,639,004	10.23%
1986	84,440,172	4.85%	30,377,552	3.87%	54,062,620	5.41%	37,153,357	3.47%	16,909,263	9.95%
1985	\$ 80,534,365		\$29,245,964		\$51,288,401		\$35,909,022		\$15,379,379	

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For questions and comments,
please contact Suzy Finkin,
Primary Author at 240-777-6631.



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